Report

Organizational Development for the Policy Implementation Unit of the Tourism Development Authority

February 1999

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Contents

Background

This assignment was undertaken as a component of USAID's bridging support to the Government of Egypt in advance of the Egyptian Environmental Policy Program during December 1998 – January 1999. The consultancy was designed to provide a vehicle through which TDA and its new Policy Implementation Unit (PIU) could review its achievements and take stock of some possible institutional constraints to effective delivery of its mandate in the future (See appendix 1). The PIU was established in the summer of 1998 to allow the TDA to:

1. Provide improved coordination of investment within the tourism sector in Egypt and with other Government Agencies in this sector.
2. Ensure that tourism development is sensitive to the new environmental demands placed on all industrial sectors, including tourism, by Law 4 of 1994, and the adopted policies of the TDA.
3. Effectively coordinate and channel all external bi-lateral and multi-lateral assistance to appropriate forms of support within the tourism sector
4. Coordinate, for 'the Authority", the technical support necessary for the implementation of policy.
5. Provide advice to the Chairman of the TDA with regard to the allocation of existing and new, resources to support improvement in the performance of "the Authority's" technical units.

The TDA has two enormous challenges ahead which some may see as potentially in conflict but which the Authority sees as being mutually reinforcing and essential to the long term well being of the tourism industry. These two challenges, put in their simplest forms are:

1. To continue to encourage rapid investment in the Tourism sector in order to achieve the Government's target of 16 million tourist arrivals per year by the year 2017.
2. To ensure the environmental sustainability of these investments through the promotion of new policies and practices.

In opening discussions with the Chairman of the TDA he spoke of his vision of the PIU:-

1. The PIU would focus on external activities as well as support to the efforts of the technical staff of the TDA in their job of implementing these policies.
2. The PIU woud help change the attitudes of investors, which would then be reflected in the way they developed their projects. It would educate, bring "awareness" not only to investors but also to the general public about the importance of sustained growth and the proper management of the environment.

3.	The PIU would strenghten links with with the private sector, investors, regional and local communities, other government agencies who are also involved in the environmental sector, and the international donor agencies who are interested in assisting in this endeavor and the media.

Review of initial operations of the PIU (Policy Implementation Unit)

The PIU is a young structure seeking the best way to integrate itself into the older and larger parent organization, the TDA. Currently, it operates in the manner of a task force, providing manpower needed to perform activities that were identified in its initial workplan. In other words the number of people engaged as considering themselves working for the PI U will vary in accordance with the task at hand.

In the original decree establishing the PIU, the proposed staffing positions were described to include the following:

A **Coordinator-General** who will report directly to the Chairman of the TDA. The Coordinator-General's office will be managed by an **Executive Secretary**. The Coordinator General's office will be supported by a technical group reporting to it, and will include:

i. **Project Management Specialist***:* with good experience about information systems. This post will ensure full coordination of TDA projects and will provide technical support to the Coordinator-General in the area of its coordination with EEAA and other technical bodies of the Government.

ii. **Physical Planning Specialist***:* to ensure that (1) TDA's approved "best practice" are understood and implemented, and (2) Appropriate advise to support the TDA's diversification into other areas such as the establishment of Eco-Lodges.

iii. **Environmental Planning Specialist***,* to ensure that the projects coordinated through the PIU maintain the required environmental standards. This post will be occupied by the head of the TDAs Environmental Unit (EU). The Environmental Planning Specialist will (1) ensure that the EU maintains strict standards in terms of the advice given to investors undertaking EIAs, (2) ensure that only those EIAs which satisfy the appropriate technical requirements are submitted to EEAA, and (3) ensure that EEAA approved EIAs are monitored for compliance. The Environmental Planning Specialist will be supported by:
   - An EIA specialist.
   - An infrastructure engineer, who shall also have geological and GIS experience.
   - A marine engineering specialist.

In its current phase the following staff make up the PIU. Each one was asked to describe

how they see their **current responsibilities**:

Coordinator-General: This position has general oversight of the activities of the unit and reports directly to the Chairman. It is now being staffed on a **contract** basis by an executive who also has a key public relations position with an international hotel chain. Incumbent estimates that she devotes 60-70% of her time to PIU activities.

1. Plans for the implementation of EEPP program
2. Assigns missions and responsibilities
3. Helps choose the technical assistance needed
4. Coordinates between different departments of TDA
5. Coordinates between government agencies, TDA, and investors
6. Follows-up on the implementation programs
7. Coordinates international funding agencies' projects i.e. USAID, JICA, World Bank, etc

Physical Planning Specialist: This position is now being staffed on a **part-time** basis by a young planner from the Planning department of the Technical Unit who is allocated to the PIU on an as-need basis. Incumbent says that he could spend 60% PLUS of his time on PIU activities depending on need.

1. Coordinates with consultants chosen by the PIU to prepare and present best practices ideas and proposals.
2. Directs consultants to conform to TDA policies
3. Follows-up and coordinates best practices implementation through the different TDA departments.
4. Coordinates with consultants in the implementation and adoption of the ecolodge model as a pilot project.
5. Provides technical support to the PIU and participates in accomplishing its' goals

Environmental Planning Specialist: This position is now being staffed by **contract** with a lecturer at Cairo University with credentials in strategic impact assessment and experience with other TDA projects, including GEF. The incumbent estimated that he devotes 60-70% of his time to PIU activities. This is considered to be an over estimate**.**

1. Acts as advisor to TDA staff in the presentation of the EIA concept and the training and oversight of the EIA process to ensure EIA review is properly completed
2. Ensures that investors understand and follow the criteria for effective EIA preparation
3. Coordinates the 'handover' of the EIA to EEAA and ensures that both agencies apply the same criteria and have the same understanding of environmental issues so as to complete a fully integrated process
4. Ensures that the monitoring process of approved EIA's is in alignment with the

required environmental standards.

5.   Advises TDA staff on ecolodge concept.

Computer Programmer/Information Specialist: This position is now being staffed by a **full time** person in the PIU. The incumbent gathers and inputs information on projects, investors, land use elements, especially in the Red Sea Region.

1. Gathers data from different departments of TDA and other external sources.
2. Puts this data onto a special computerized data base
3. Has good experience with all information systems in order to coordinate effectively between the investors association, EEAA, and the different departments of the TDA.
4. Coordinates the seminars and conferences of the PIU

Executive Secretary: This position is a **full time** one with the PIU. Presently the position is unoccupied due to the pregnancy of staff. A recruitment effort is underway for a replacement.

It is clear from the above that TDA has not yet been able to fill the positions in the original decree with permanent civil servants or full time contract staff. Nor has a Project Management Specialist yet been identified. However considerable progress has been made in ensuring that the responsibilities originally envisaged are being carried out. People's assessments of their responsibilities do show differences from those originally defined, but in the absence of formal job descriptions, and with the PIU feeling its way into its first work plan, this is understandable.

ORGANIZATION

The Organization Structure is still informal. The only PIU document reviewed was the decree creating the unit and its initial workplan. There are no other formal documents such as an Executive Directive for the unit, no separate budget or expenditure statements, no organization chart, mission or organization objectives before this current technical assistance.

INFRASTRUCTURE

The PIU has a small office in the TDA. It houses the programmer and the secretary. There are 2 computers with internet connections, 1 printer, 1 slide projector, office desks, and chairs, small meeting table. It does not as yet have the full office complement detailed in the original memo that described the need for 5 computers, meeting room for consultants, specialized computer with scanner, plotter and GIS software. There is also limited ability to link information via computer within TDA at this time. This is not only a PIU issue, it is more importantly a TDA issue.

ACCOMPLISHMENTS of the PIU

To date accomplishments include:

1. Three seminars were conducted at the TDA IN September 1998.

The purpose was to provide technical knowledge for the staff.

The seminars were:

Ecolodge development….Dr. Ashraf Salama and Ragaie Said were the main speakers.

Best Practices;. Dr. Ahmed Darwish, Mr. Hosham Helmy and

Dr. Amr Adaway were the main speakers

Environmental Impact Assessment: Dr. Ahmed Abu El Azem was the main speaker

Attendees included: TDA staff, EEAA representatives, PIU and

Recruited experts

2. PIU through technical assistance created Checklists

For:

Best Practices

Ecolodge development

Environmental Impact Assessment

They were designed to assist the TDA staff and to help guide investors through the development process.

3. Establishing an Investor's Association

The PIU was instrumental in helping the launch of the new Investors Association that will act to promote increased environmental awareness for the tourism development sector.

4. Investors seminar "Protecting Today's Environment is Tomorrow's Investment"

The main purpose of the seminar was to promote awareness of the long-term economic gains in investment through using the environmental approach. The seminar discussed Best Practices, EIA and Ecolodge /Ecotourism. Three booklets on these areas were specially prepared for investors. They were written in both Arabic and English and were presented in an easily summarized format.

Attendees included:

Dr. Mamdoh El Beltagy (Minister of Tourism)

Dr. Nadyah Makram Ebeid (Minister of Environment)

Engineer Adel Rady (Chairman TDA)

Investors' Association

PIU

5. Information Gathering

Data has been gathered to establish a database for all projects of the TDA.

Overview of TDA's Tourism Area Development Unit (Technical Unit)

In order to more clearly understand the internal focus of the Mission of the PIU some time was spent with the staff of the Technical Unit exploring their roles as environmental policy implementers.

The structure of the Technical Development Unit was described as the following (See also appendix 5.):

A **Director** heads the Tourism Area Development Unit. A **General Manager** reports to him. The Unit is broken down into **four departments** each headed by a Department Head. These are:

1. **Planning:** This has a staff of approximately 20. Its subsections include: Planning, Project Preparation, and Investor's Review Evaluation. Their activities include Land Use Planning, Master planning for Tourism Development Centers', and reviewing of investor's plans.

2. **Infrastructure**: This has a staff of 5. Its subsections include: Special Projects, Roads, Sewerage, Water, Power, and Telecommunications. Their activities include review of Investor plans to ensure appropriate infrastructure components are integrated effectively into these plans, oversight of roads and supervision of specific road building, review of existing projects' infrastructure issues in light of new environmental policies, monitor infrastructure violations.

3. **Environmental Affairs**: This has a staff of 5 .Its subsections include: EIA Review, Site Study Surveys. Its key role is to ensure that environmental factors are integrated into the planning of all tourism development projects through the EIA process which it coordinates with EEAA.

4. **Monitoring and Follow–Up of Project Implementation:** This has a staff of 5. Its subsections include the North Coast, Red Sea, Ein Suhkna, Gulfs of Aqaba and Suez. Its key role is to monitor project implementation to ensure that projects follow approved plan.

TDA Field Offices: There are 5 remote offices most of which are very newly created. The intent was to decentralize/extend the activities of the TDA, particularly the Technical Unit, through establishing offices in the localities where there are significant tourism development activities. Their mission was described as assisting in project monitoring, reporting environmental violations, and assisting in site surveys and planning.

This brief assessment concentrated on reviewing the work of the unit to ascertain:

a) What each department of the unit is responsible for accomplishing

b) What challenges face each section in ensuring that environmental policies are implemented in relation to both investor projects and development of Tourism Development Lands.

This was done through a series of open ended and unstructured discussions. When the challenges and difficulties were described, a number of needs and issues emerged. Below are a series of examples which emerged from discussions with TDA staff.

Planning

1. **Lack of good coordination between departments**. An example of this could be:– the planning group does its initial work, the infrastructure group does its input, EIA is completed and investor project is approved. However the course of the final approval, project specifications were changed and only later does the Planning section learn that a project is approved at 250 rooms even though when Planning did its review, the project was then 200 rooms.

2. **Inadequate of technical capacity** especially in the area of environmental aspects of planning. Several comments were made on this…. Staff planning knowledge is good in theory but often not applied well in practice……Special training is needed in tourism planning, comprehensive planning, master planning, natural environment planing. …. We need to advise investors on Best Practice solutions and we need more training in the area of how to implement Best Practices….We are not equipped fully to make effective on-site visits, need updated equipment and also need effective computer systems for planning.

Infrastructure

1. **Insufficient staff.** We do not have enough staff to handle the increasing volume of work. The comment was made that since the environmental policies were created, it has been necessary to look at all projects' infrastructure issues even those that have permits so that modifications can be made. This expands the scope of work considerably.

2. **Inadequate interpretation and application of infrastructure regulations.** The comment continued…the regulations exist but they need to be interpreted in light of the new environmental policies and often in the Infrastructure department itself, infrastructure issues are not interpreted in the same way.

3. **Often there is a lack of information**: for example the comment was made that we do not have the databases needed to determine infrastructure needs for TDC's.

4. **We are not computer "SMART"**. There is a lack of hardware and software that is needed and also the staff would need training on how to effectively use the technology.

Environmental Affairs

1. The Environment department's comments were similar in areas concerning the amount of work relative to staff size, the need for more technical knowledge, and better information availability.

 Some very candid comments were made….the staff is still very new at the process, over a three year period, they have gotten better at it, but are still in the learning stage and could use more assistance. Other comments spoke about the process itself, and said that there was an insufficient level of coordination between EEAA and TDA, lack of shared information between departments within TDA, project tracking paperwork not properly shared or understood by different units and therefore seemingly inaccurate; not clear cut roles established re EIA review and monitoring responsibilities…And often when the monitoring process takes place, the reality of implementation is far different then the plan. And one last observation made by everyone is that the workload is growing.

TDA Field Office

1. The field office presented similar examples of needs. The Hurghada office consists of 2 engineers plus a small support staff and the need for more staff was very apparent. Equipment needs range from properly equipped vehicles and other field equipment to do field work to updated software and computer hardware needed for technical requirements.

2. The need for more effective coordination with TDA Cairo was cited, especially with the Monitoring Unit.

3. As for cooperation with local and regional authorities such as the Red Sea Governorate Environmental Office, and other ministries such as EEAA local staff, the comment was made that relations are cordial, "we share information " but all links are informal and there is no consistent and/ or systemized pooling of resources, either manpower or information.

ISSUES ARISING

As a result of this brief assessment, some issues emerged. Further assessment needs to take place and issues more fully identified. When this is done and needs are addressed, the performance of the Technical Unit would be greatly enhanced.

Issues include:

1. MANPOWER
    a) Number of staff vs. Increasing volume of work
    b) Level of staff experience/knowledge (young) vs. level of experience/knowledge needed

c) "Newness" of staff to environmental policy vs. knowledge and application of implementation environmental techniques, approaches, advice, solutions needed

2. COORDINATION
Methods of and procedures for coordination need to be strengthened.
   a) TDA Technical Unit and other key TDA departments….relative to project permits
   b) Technical Unit departments- Planning, Infrastructure , Environment, Monitoring
   c) Technical Unit and field offices
   d) TDA and EEAA….especially in the EIA process
   e) TDA and investors….especially in relation to environmental policies and investor projects
   f) TDA and local/regional authorities…Governorates, local communities

3. WORK SYSTEMS AND PROCEDURES
   a) Certain systems/procedures lack integration
   b) Environmental criteria not consistently applied
   c) Needed information not shared
   d) Lack of clear understanding of roles/responsibilities of various units…especially in area of environmental monitoring

4. EDUCATION AND TRAINING
   a) Technical staff have needs for specific technical training …especially in the area of application of environmental approaches to planning, specific applications of Best Practices, offering environmental solutions

5. INFORMATION
   a) Lack of information sources (e.g. Library, internet, database, computer network, journals, etc)

6. EQUIPMENT
   a) Lack of software and hardware to support technical office needs
   b) Lack of field equipment

Recommendations

1. PIU Staff Structure

In reviewing the current staff structure, the following recommendations were developed. They were based on the concept that the structure of the staff must clearly reflect the Mission and Objectives of the Organization.

The PIU's Mission has both external and internal components. Its external component deals with image building, awareness and education programs and networking activities. In its external focus, it must have the capacity to deal with investors, other agencies, consultants, technical assistance experts, and donors to name but a few. It also has an internal focus, which is to coordinate the technical support needed to improve the performance of the TDA's technical units. Therefore the structure of the PIU must reflect this multiple focus.

The following suggestions are designed to support this.

The Unit must have designated core staff, including:

a) **Coordinator-General** – who is skilled in presentation, facilitation, coordination and planning. The position does have oversight for the Unit's **overall** activities and reports to the Chairman. This position will play the key role in coordinating and channeling all the activities of the group.

Responsibilities could include:
1) Facilitate and coordinate conferences, seminars, and awareness sessions
2) Enhance relations between TDA and investors through planning and implementing activities with the Investors' Association
3) Coordinate and facilitate activities with other Ministries to foster effective inter-agency collaboration on policy implementation initiatives
4) Make effective use of Technical Unit Staff to implement activities
5) Coordinate with donor agencies to provide the technical assistance needed

This position will play the leading role in external activities but will also have to be closely linked to technical knowledge and the technical staff of the TDA. Therefore this position will work closely with the following:

ii) **Technical Advisor** who is skilled in both planning and environmental issues. This would require a fulltime commitment.
Responsibilities could include:
1) Assess and review land use plans and their interrelationship with regional and national development
2) Assess land use plans relative to their ability to conform with environmental laws

and standards
3) Assess training needs of TDA staff and provide assistance in getting resources
4) Assess all types of technical assistance needs and advise on how these needs could be met
5) Assess awareness of investors and other groups from a technical perspective and advise on how these needs could be met.

This position provides the needed technical inputs for the PIU activities be they external or internal.

c) <u>**Management Advisor**</u>- provides the KEY link to the TECHNICAL UNIT.   The Head of the Technical Unit should hold this position. Not only will this "SWING" position be a critical link between the PIU and the technical unit, it is a very effective use of a staff person already solidly in place in the TDA structure.
   Responsibilities could include:
   1) Coordinate and provide technical staff needed to perform key technical activities required in current and future workplans
   2) Work with Technical Advisor to assess and identify technical training needs of the staff
   3) Provide advice on the type of information needed for databases to be used by the technical staff.

This position provides the needed internal management link between the PIU and the technical unit.

d) <u>**Information Systems Specialist**</u>- who has the ability to build a computerized database and network system to serve the technical needs of TDA. This would require a full time commitment.
   Responsibilities could include:
   1) Assessing users' information requirements
   2) Provide the proper technical assistance required to design and develop databases and network
   3) Train users on optimum use of system.
   4) Maintain and upgrade databases and system as needed.

This position provides the information and systems links that facilitate the information access and exchange that supports both external and internal activities.

e) <u>**Executive Secretary**</u>- to provide secretarial and administrative services to the PIU. This is a fulltime position.

This configuration of staff would combine all the requisite multidisciplinary skills needed in order to provide the assistance to TDA in helping them achieve their environmental policy implementation goals. It would maintain the type of taskforce flexibility and tap into existing staff on an as-need basis. It would also foster the collaboration needed between

the PIU and the Technical Unit so that these two entities support each other in the implementation of environmental policy

This model for the CORE staff is not radically different from the initial staff plan. It still retains its ability to be flexible and even more so, to make use of a task force approach. It is built on the "specialist" model, which brings together a small group of diverse staff who have different types of expertise and who, therefore, contribute their knowledge and experience when required. Whatever the final form of the CORE, it must include a strong link between the PIU and the Technical Unit or there will be the perception by the technical staff that the PIU is intruding on their responsibilities.

vi) Staff Retention

· A cadre of designated staff needs to be retained.

Responsibility statements have been developed for each position to act as guidelines for the type and level of qualifications needed. The staff can come from several sources:-

- Civil service hires
- Allocated staff from the Technical Unit to be used on an as-need basis
- Local professional staff who are contracted on a consultant basis to be retained long term in order to provide ongoing expertise

NOTE: Short term local consultants and International experts can be retained to provide specialized expertise on an as-need basis.

vii) Team Building

The Mission and the Organization Objectives *must* be shared with the staff of the PIU and the Technical Unit's staff so that everyone understands the role of the PIU, the interrelationship between the PIU and the Technical Unit, and the collaboration that must take place between them.

A good teambuilding seminar will generate the following results: better understanding of the mission/ objectives, better understanding of team roles, greater support among team members, increased communication about issues that effect the efficiency of the TDA, The seminar should also increase the group's effectiveness in dealing with other agencies, and the investors.

2. Mission and Objectives

The following mission statement and objectives were drafted and discussed with the Chairman of the TDA.

PIU MISSION STATEMENT

The Policy Implementation Unit (PIU) is an _enabler_ and _facilitator_ acting as a catalyst to the Tourism Development Authority (TDA) to ensure that the TDA meets its environmental policy goals which result in tourism development which is environmentally sustainable, and makes the best use of tourism development land:

through the following management initiatives;

1. Ensuring proper environmental policy understanding, interpretation and implementation.

2. Coordinating technical training for TDA professional staff.

3. Providing practical planning guidance and education for investors to help them make environmentally sound investment decisions.

4. Managing use of information needed by the technical unit to ensure that effective planning, infrastructure, environmental and monitoring decisions are made by the staff.

5. Acting as an intermediary for the needed technical assistance to provide the experts who will help in achieving environmental policy implementation.

6. Acting as a cooperation creator building connections within the TDA technical units, creating links with TDA field offices, EEAA other ministries, governorates, donor agencies, NGO's the investors, and the general public.

PIU ORGANIZATION OBJECTIVES

1. Ensure proper understanding, interpretation and implementation of all environmental policies. Follow-up current policy initiatives: best practices, EIA review, and ecolodge concept.

2. Enhance the ability of TDA technical staff to accomplish results while becoming more environmentally aware through education, training, and information access.

3. Enable the technical unit to get and share information, which will help them meet their environmental goals.

4. Act as a broker providing the consultants and international experts needed to support the policy implementation results.

5. **Act as a cooperation creator building links with all the relevant groups in order to get their support.**

6. **Build the full capacity of the PIU unit.**
- · The Mission and Objectives must be approved by the Chairman.
- · The Mission and Objectives must be shared and debated by PIU and TDU staff

3. Workplans

In Appendix 8 are drafts of several follow-on workplans. Some of them are activity based and focus on the continuation of the Initial Workplans:
       1 BEST PRACTICES
       2 ECOLODGE
       3 ENVIRONMENTAL IMPACT ASSESSMENT
Input was generated for these plans from PIU, TDU and EPIQ staff.
       4 INFORMATION SYSTEMS
This plan is systems-based and was established from an identified need for more effective cataloging and computerization of information. It also includes the need for multi-channels of communication to be formalized so as to promote effective information sharing.
       5 CAPACITY BUILDING
This plan was created as an output of the Initial Workplan 4 – Organization Development

All the Workplans require the close integration of PIU staff, TDU Staff, and Technical Assistance Consultants. Workplans are designed to spell out in broad terms what has to be done. When adopted, wholly or in part, and specific people assigned responsibilities, then very specific action plans listing activities to be done, interim time targets, resources and information needs will have to be created. The Workplans begin a planning process that acts as the "ROADMAP" for implementation

The workplans need to be reviewed and then implemented.

The Best Practices, Ecolodge, and EIA can further build on the results generated by the work done in the initial workplans. In all of these plans a team approach: PIU, TDU, and Consultants must be carefully coordinated. Action Plans setting out individual responsibilities and time targets would help. Some of the activities such as completion of checklists, publishing Best Practices in Arabic, setting up follow-up sessions for the investors to build on the success of the Investors' Seminar should be a priority.

Other workplans such as Information Systems and Capacity Building will most likely require Technical Assistance and essentials for what is needed should be ascertained so that the proper assistance can be acquired in a timely manner.

4. Support of Technical Unit

The Best Practices Manual describes several development and environmental management responsibilities that reside with the TDA. Some of them reside mainly with the Technical Unit of the TDA. They include: the planning of Tourism Development Centers, assisting in the protection of environmental assets, guiding the management of coastal setbacks, encouraging ecolodge development, providing technical assistance and information to assist developers in meeting development and environmental objectives, working with developers to assure sound EIA assessments and subsequent monitoring. When the technical staff was asked how the PIU could support them in these major responsibilities, the staff responded that the PIU had the mandate to focus on implementing environmental policy and also had the links with the investors, other government agencies, and the donor groups. They felt that the PIU could best assist them by providing improvements be it information, expertise, or training which could improve results.

It seems that the creation of the PIU has come at a critical time. Through the direction given by its Mission statement, the PIU has the opportunity to "make a difference", not only to investors and the public but also in the support and assistance it could provide to the Technical Unit of the TDA.

In the brief overview done with TDA staff members a number of needs were raised. The PIU can play a major role in helping meet these needs. The results would certainly promote the cause of effective environmental policy implementation.

SOME RESULTS COULD INCLUDE:

a) Minimizing the needs for staff by creating a multidisciplinary team approach to projects and processes.
b) Establishing a series of training seminars and field visits to help the staff plan and evaluate proposals in the light of Best Practices
c) Critical processes such as EIA could be reengineered so that more consistency be applied, investors get unified and helpful information, better coordination is built with EEAA, consultants used in the process better understand their roles and responsibilities, and several more steps taken finally arriving at a strong connection to monitoring implementation.
d) Communication resulting in better coordination could be enhanced through creating multi-channels of communication, generating a "Heads Up" system to alert people to changes in projects, information, priorities.
e) Information could become more accessible by the creation of databases and networks so that information could more easily be available.
f) Equipment needs could assessed and priority recommendations could be made so that both project planning and monitoring the implementation of projects could be accomplished more effectively

Therefore, it is recommended that a TDA technical unit's Capacity Building component be included in EEPP if it is not there already.

Appendices

Appendix 1   PIU DECREE and Terms of Reference for Technical Assistance

TOURISM DEVELOPMENT AUTHORITY
Policy Implementation Unit
Organizational Development.

Terms of Reference for technical assistance

Background: In support of Presidential Decree 374 of 1991 establishing The General Authority for Tourism Development, the Tourism Development Authority (TDA/"the Authority") has seen the need to establish a Policy Implementation Unit (PIU).

This decision has been made to allow the Authority to:

i.   Provide improved coordination of investment within the tourism sector in Egypt and with other Government Agencies active in this sector.

ii.   Ensure that tourism development is sensitive to the new environmental demands placed on all industrial sectors, including tourism, by Law 4 of 1994, and the adopted policies of the TDA.

iii.   Effectively coordinate and channel all external bi-lateral and multi-lateral assistance to appropriate forms of support within the tourism sector.

iv.   Coordinate, for "the Authority", the technical support necessary for the implementation of policy.

v.   Provide advice to the Chairman of the TDA with regard to the allocation of existing, and new, resources to support improvements in the performance of "the Authority's" technical units.

Staffing:

The PIU will be headed by a ***Coordinator-General*** who will report directly to the Chairman of the TDA.   The Coordinator-General's office will be managed by an ***Executive Secretary***.   The Coordinator General's office will be supported by a technical group reporting to the Coordinator General, and will include:

i.   ***Project Management Specialist:*** with good experience about information systems. This post will ensure full coordination of TDA projects and will provide technical support to the Coordinator-General in the area of its coordination with EEAA and other technical bodies of the Government.

ii.   ***Physical Planning Specialist:*** to ensure that (1) TDA's approved "best practice" are understood and implemented, and (2) Appropriate advise to support the TDA's diversification into other areas such as the establishment of Eco-Lodges.

iii.   ***Environmental Planning Specialist,*** to ensure that the projects coordinated through the PIU maintain the required environmental standards. This post will be occupied by the head of the TDAs Environmental Unit (EU). The Environmental Planning Specialist will (1) ensure that the EU maintains strict standards in terms of the advice given to investors undertaking EIAs, (2) ensure that only those EIAs which satisfy the appropriate technical requirements are submitted to EEAA, and (3) ensure that EEAA approved EIAs are monitored for compliance. The Environmental Planning Specialist will be supported by:
- An EIA specialist.
- An infrastructure engineer, who shall also have geological and GIS experience.
- A marine engineering specialist.

Requirements: The outline staffing structure is an interim structure proposed for the initiation of the PIU's first work plan. External technical assistance is required to review, and where necessary, develop:

- **A strategy, based on an agreed mission statement, for the PIU to ensure the efficient deployment of staff in support of the PIU.**

- **A training plan which responds to and, where necessary, enhances terms of reference for PIU posts to ensure that current and new staff are able to fulfill their terms of reference** (Care will be taken to ensure complementarity with all other current programmes providing training assistance to the TDA)

To achieve these outputs a consultant is sought who can work directly with the Coordinator General of the PIU and the HIID's Policy Management Group.   The consultant should have at least:

- A Masters Degree in a relevant discipline
- 10 years of experience working with Government or Parastatal institutions on institutional and human resources development
- Appropriate experience in Egypt or the Middle East
- Good interpersonal skills
- Excellent report writing capabilities

The consultant will be required for a period of four weeks and will:

-       Produce an inception report within 4 working days outlining the key features of the consultant's approach and the strategy to be used to deliver the required outputs. The inception report will be presented at a seminar chaired by TDA and attended by TDA's PIU and related staff, USAID and PMG staff.

-       Produce a draft final report at the end of three weeks which will be presented to the same audience as the inception report.
-       Produce a final report, with 25 copies, before departure incorporating all the agreed recommendations of the meeting held to review the draft final report.

Appendix 2 Interviewees

TDA Chairman Eng. Adel Rady
PIU Coordinator-General Ms. Magda Samy
TDA Technical Unit Director Eng. Khaled Maklouf
TDA Technical Unit General Manager Eng. Abdel Mohyman
Planning/PIU Physical Planning Specialist Eng. Bassem Abass
Planning Department Eng. Weal Baraket
Environmental Departement Head Eng. Mohammed Hassanein
Infrastructure Departement Eng. Gamal Zaglool
Monitoring Departement Eng. Essam Iman
PIU Environmental Planning Specialist Eng. Assem Al Gazza
PIU Computer Specialist Ebtisam Abdel Monem
Executive Secretary Rasha Ezeldin
TDA Field Office Hurghada Eng. Aiman Moursey
Red Sea Governorate Environmental Office Eng. Sayed Maadian
EEAA Ranger Hisham Mostafa
EEAA Ranger Ali Salem
Hotel Arabesque, Blue Bay, Safaga Project/Gen. Manager George Salama
Investor Mohammed Khorshed

Appendix 3 Visits

1. El Gouna Resort – IDC - Infrastructure Tour
2. Somma Bay – IDC - Infrastructure Tour
3. Investor Project - Fort Arabesque Hotel
4. Undeveloped Site - Gamsha
5. Sea Patrol With Rangers Hurghada
6. Attended two-day Investor Seminar On Dec 8/9 Re: EIA, Best Practices, And Ecolodge Development

Appendix 4 Documents Reviewed

1. Policy Framework for Developing an Environmentally Sustainable Tourism Strategy for the Egyptian Red Sea Coast
2. Presidential decree No. 374
3. Egyptian Environmental Policy Program Objectives
4. Tourism investors' association seminar material Dec 8-9
5. Law Number 4
6. Law Number 7
7. Tourism Development Authority's PIU framework and initial work plan
8. El Gouna-Investment/Infrastructure Data
9. Review of tourism development projects 1992-1997
10. Arthur Anderson- Hotel Industry Benchmark Survey 1998
11. Overview Of EEAA
12. UNDP project report and assistance for TDA Organization Development Programme
13. TDA Organization Chart
14. Consultant report brief TDA overview
15. Arthur Anderson – Hospitality and Leisure Executive Report 1998
16. Best Practices for Tourism Center Development along the Red Sea Coast
17. Procedures and Stipulations of Contracting with Investors concerning the sites of Projects.
18. Draft- Checklist for Tourism Development Projects
19. Draft – Checklist Best Practices

Appendix 5 Organizational Charts

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┌─────────────────────────┐
│        PLANNING         │
└─────────────────────────┘
              │
      ┌───────┴───────┐
┌──────────┐  ┌──────────┐  ┌──────────────────┐
│ PLANNING │  │ PROJECT  │  │     PROJECT      │
│          │  │PREPARATION│  │ REVIEW EVALUATION│
└──────────┘  └──────────┘  └──────────────────┘
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                        ┌──────────────────┐
                        │  INFRASTRUCTURE  │
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┌────────┐ ┌────────┐ ┌────────┐ ┌────────┐ ┌────────┐ ┌──────────────────┐
│ SPECIAL│ │ ROADS  │ │SEWERAGE│ │ WATER  │ │ POWER  │ │TELECOMMUNICATIONS│
│PROJECTS│ │        │ │        │ │        │ │        │ │                  │
└────────┘ └────────┘ └────────┘ └────────┘ └────────┘ └──────────────────┘
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                    ┌─────────────────────┐
                    │   MONITORING AND    │
                    │   FOLLOW-UP OF      │
                    │     PROJECT         │
                    │  IMPLEMENTATION     │
                    └─────────────────────┘
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| NORTHCOAST | RED SEA | AQABA BAY | EIN SOKHNA | SUEZ |
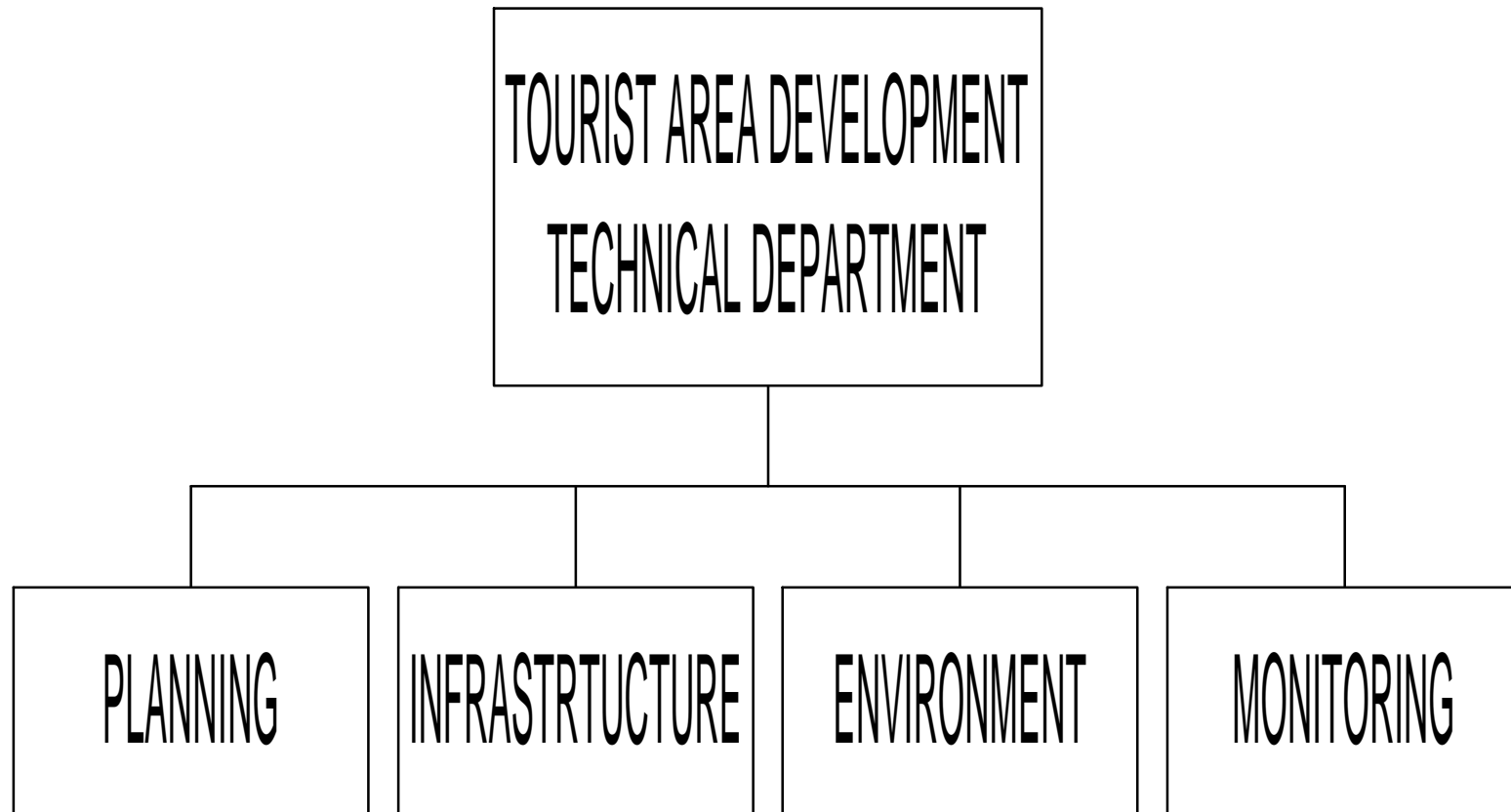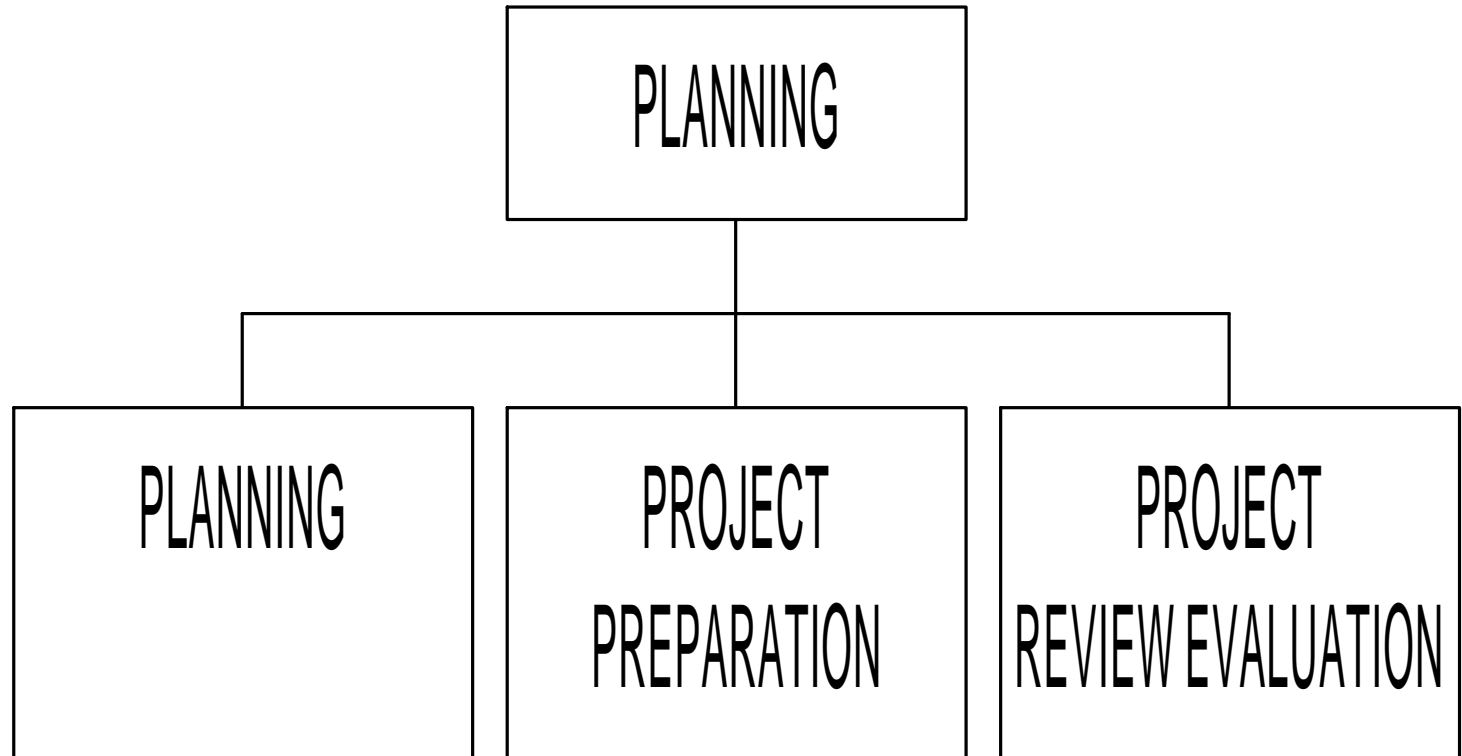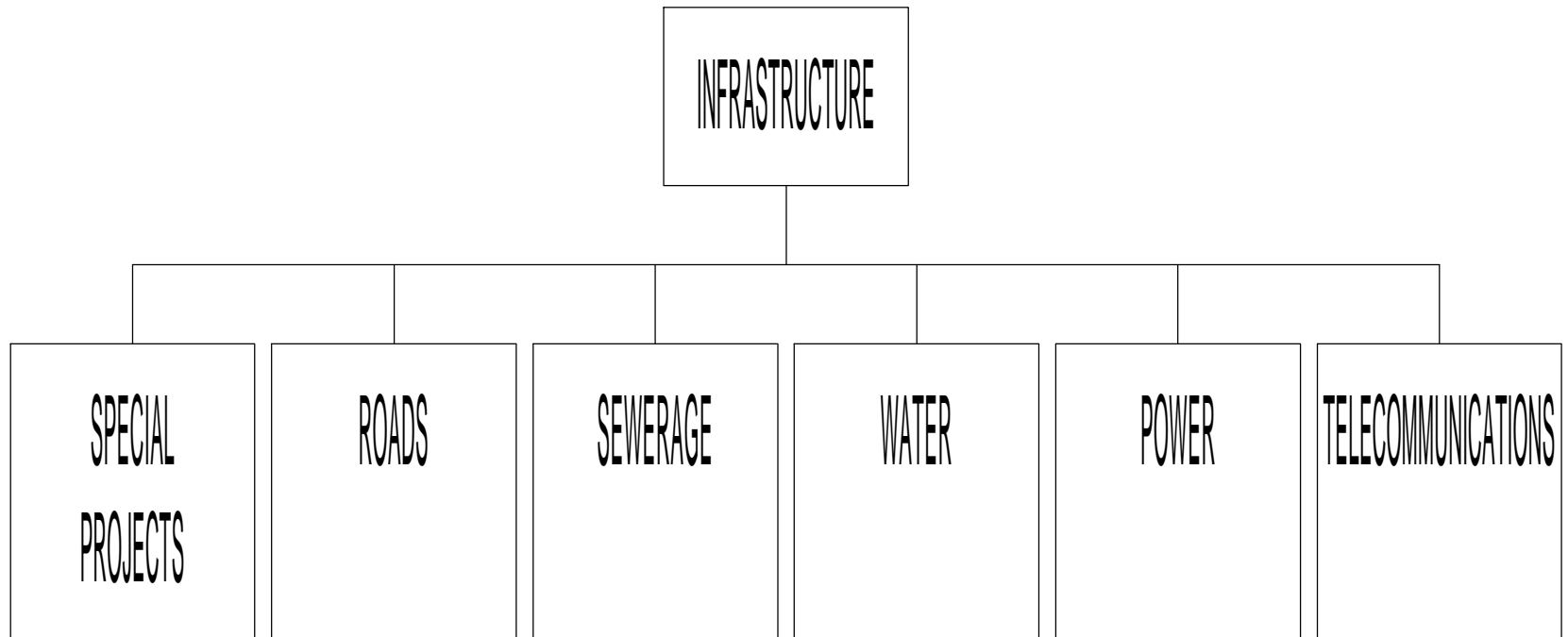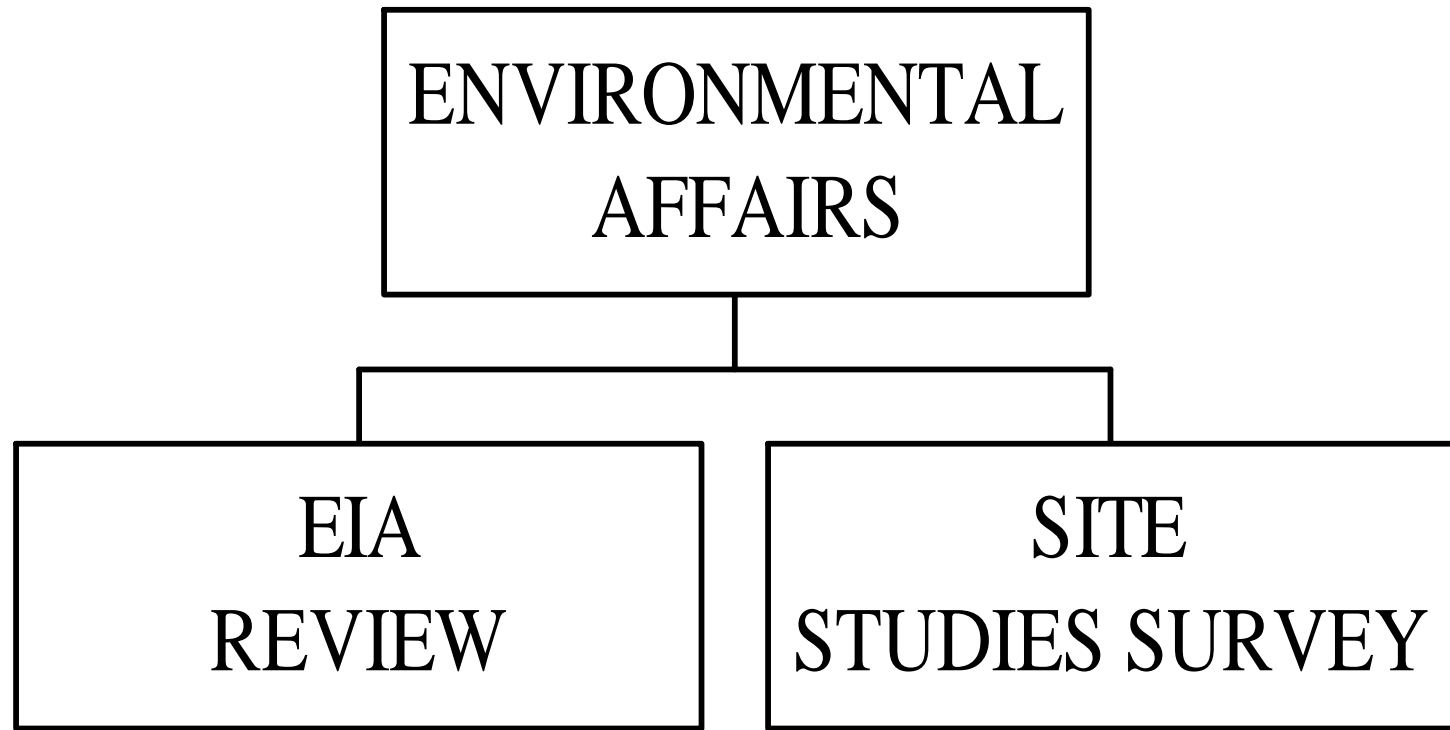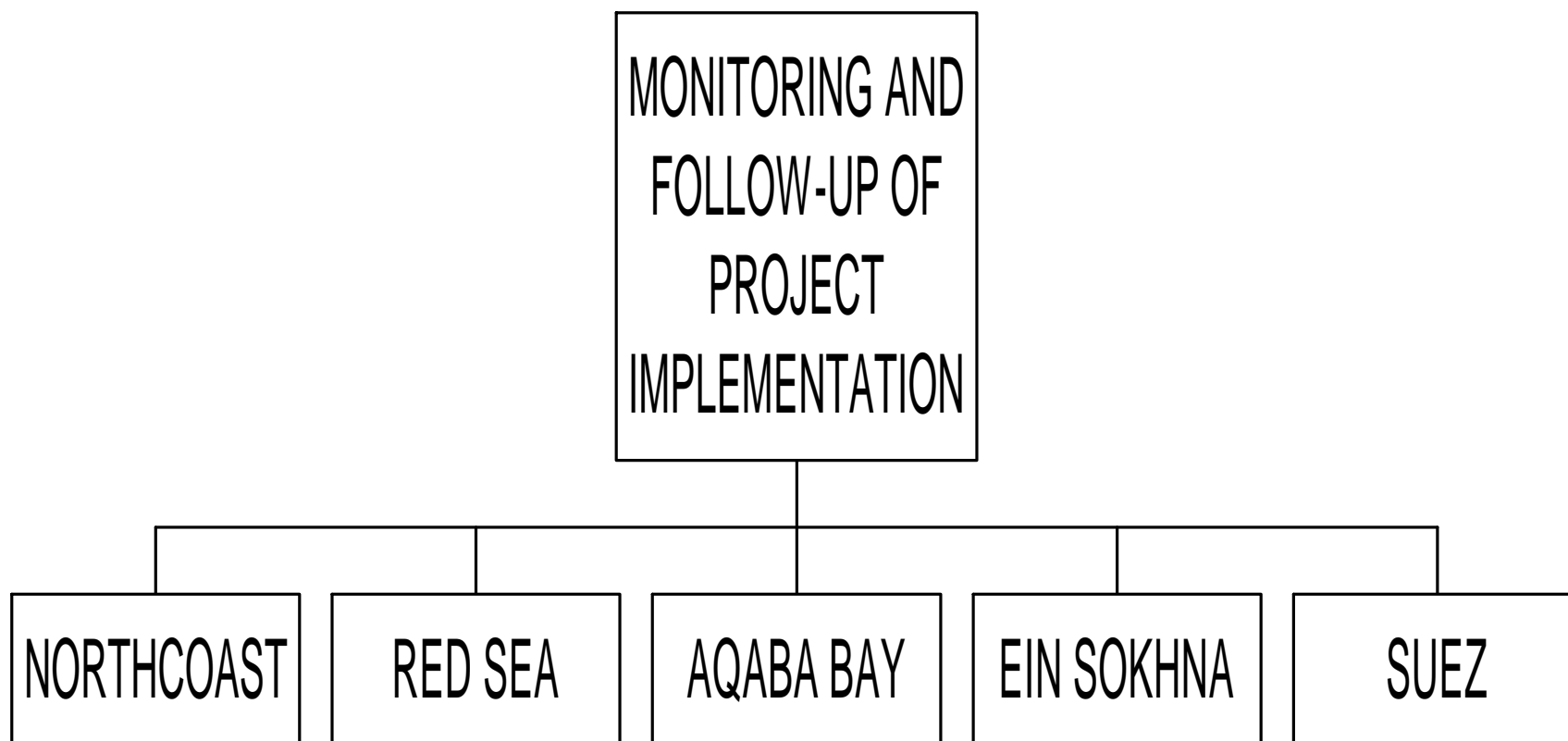
Appendix 6 Inception Seminar Material

ORGANIZATION DEVELOPMENT PROCESS

1. DEVELOP A SHARED VISION OF PIU

      A. Review documents which underpin the establishment of PIU.

      B. Review MISSION/VISION of PIU.

      C. Understand, Clarify, and Align the Roles and Responsibilities, and Relationships of PIU
      And the following:
            1. PIU and other internal units/departments of TDA
            2. PIU and EEAA
            3. PIU and Investor Community
            4. PIU and coordination of Technical Assistance experts

      D. Generate a workable Mission
     Statement which clearly reflects the role of PIU

RESULTS:
A. Uniform Alignment of all parties involved
B. Basic goal agreement
C. Enhanced ability to plan and coordinate activities effectively
IV. Increased capacity for overall effectiveness of TDA in implementing policy

2. REVIEW INTERIM STRUCTURE OF PIU UNIT

       A. Review and Document Structure of the PIU.
      Areas could include:
1. Rationale for model chosen
2. Description of existing model
3. Detail Staff configuration
4. Budget Allocation
5. Explore avenues for future staffing
6. Create key Performance Descriptions

RESULTS:
A. Ensure that staff structure supports goals and activities of PIU

3. IDENTIFY ORGANIZATION OBJECTIVES OF PIU
    A. Develop key Organization Objectives to support the Mission of PIU
    B. Generate a Work plan which details action steps, and resources needed and coordination
       links to achieve objectives

RESULTS:
A. Ensure planning approach which can be used in an ongoing fashion
B. Use work plan to forge effective communication links

PURPOSE OF ORGANIZATION DEVELOPMENT

THE PURPOSES OF ORGANIZATION DEVELOPMENT INCLUDE MANY OUTPUTS. SOME OF THE MAIN OUTPUTS ARE:

1. CLARIFY THE MISSION, GOALS, and OBJECTIVES OF THE ORGANIZATION.

2. ALIGN AND INTEGRATE INDIVIDUAL EMPLOYEE, UNIT, AND ORGANIZATION GOALS.

3. MAKE THE ORGANIZATION MORE EFFECTIVE.

4. ACHIEVE CONSISTENCY BETWEEN THE LARGER ORGANIZATION (TDA) AND THE OBJECTIVES OF THE UNIT (PIU).

5. BUILD EFFECTIVE TECHNICAL, ADMINISTRATIVE AND HUMAN RESOURCES.

6. IMPROVE COOPERATION, COLLABORATION AND TEAMWORK WITHIN THE UNIT, BETWEEN THE UNIT AND THE LARGER ORGANIZATION, AND BETWEEN THE UNIT AND EXTERNAL CONTACTS.

7. IMPROVE DECISION-MAKING PROCESSES.

8. BUILD THE ABILITY TO RESPOND TO CHANGING NEEDS AND CONDITIONS

9. HELP TRANSLATE GOALS INTO ACTIONS.ACTIONS INTO RESULTS.

Appendix 7: Inception Workshop

How do we get there?

Step by Step

Overall Objectives	→	**Organization Structure**	→	**Performance Descriptions**

Level of Effort	→	**Numbers of Positions**	→	**People into Jobs**

Goals	→	**Performance Management**	→	**Results that Achieve Objectives**

RESULT	**ORGANIZATION HAS THE CAPACITY TO GROW AND DEVELOP**

Mission Statement - What is it?

Two things:

Defines why the organization exists

Expresses vision of the future

Every organization needs to have an agreed upon Mission Statement widely understood by employees in the organization, external groups, and by the people served by the organization. The Mission Statement provides overall Direction to the organization and becomes the basis for the Work of its employees and, if followed, the Indicator for its SUCCESS

⇒   Guideline for Objectives of Organization

What are Organization Objectives?

Things that need to be done to achieve the Mission

Each organization needs to have a set of Objectives which helps them Clarify, Define, and Implement the Mission Statement. These objectives, in turn, help define the general nature of the work to be done and the types of jobs and activities that must be accomplished by the employees of the Organization.

GOALS MUST BE SMART:

_S_PECIFIC

_M_EASURABLE

_A_TTAINABLE

_R_ESULTS-ORIENTED

_T_IME-BOUND

JOB DESCRIPTION-A GUIDE TO PERFORMANCE

The Job Description is the first step in employee training and development.
Combined with the Mission Statement, the Job Description helps the
Employee understand the Organization's overall Objectives, the more
specific short term and project based goals, and his own roles and responsibilities
in achieving successful Results.

It also is a tool for the larger Organization. It helps the Organization think
through the qualifications that it will need to implement its plans, the training
it will need to provide to its people, and a clearer view of how people relate to each other inside
and outside the Organization which will enhance both coordination
and communication efforts needed.

IN BRIEF, WORKABLE JOB DESCRIPTIONS ARE GOOD TOOLS WHICH
ENABLE THE ORGANIZATION TO BUILD A STRONG OPERATING
FRAMEWORK.

A WELL-DEVELOPED JOB DESCRIPTION IS A GUIDE TO PERFORMANCE.

IT CLEARLY DELINEATES INDIVIDUAL RESPONSIBILITIES AND RESULTS.
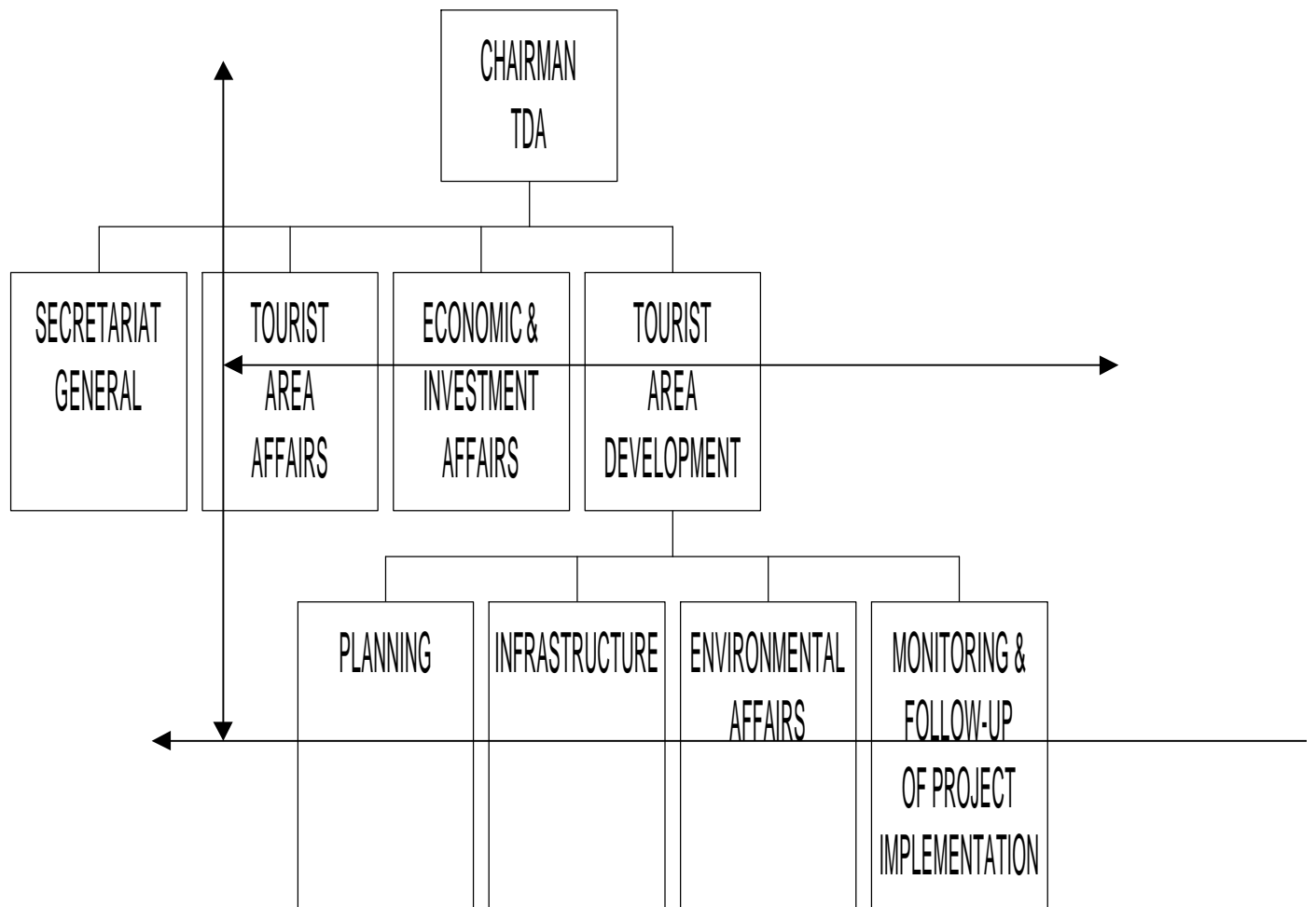
Multi-channel communication links

EXPERTS/CONSULTANTS

CORE STAFF

COORD-
GEN

CHR.
TDA

TDA TECHNICAL UNIT
OTHER TDA UNITS
TDA FIELD OFFICES
EEAA
OTHER MINISTRIES
GOVERNORATES
DONOR AGENCIES
NGO'S
INVESTORS

Appendix 8 Workplans
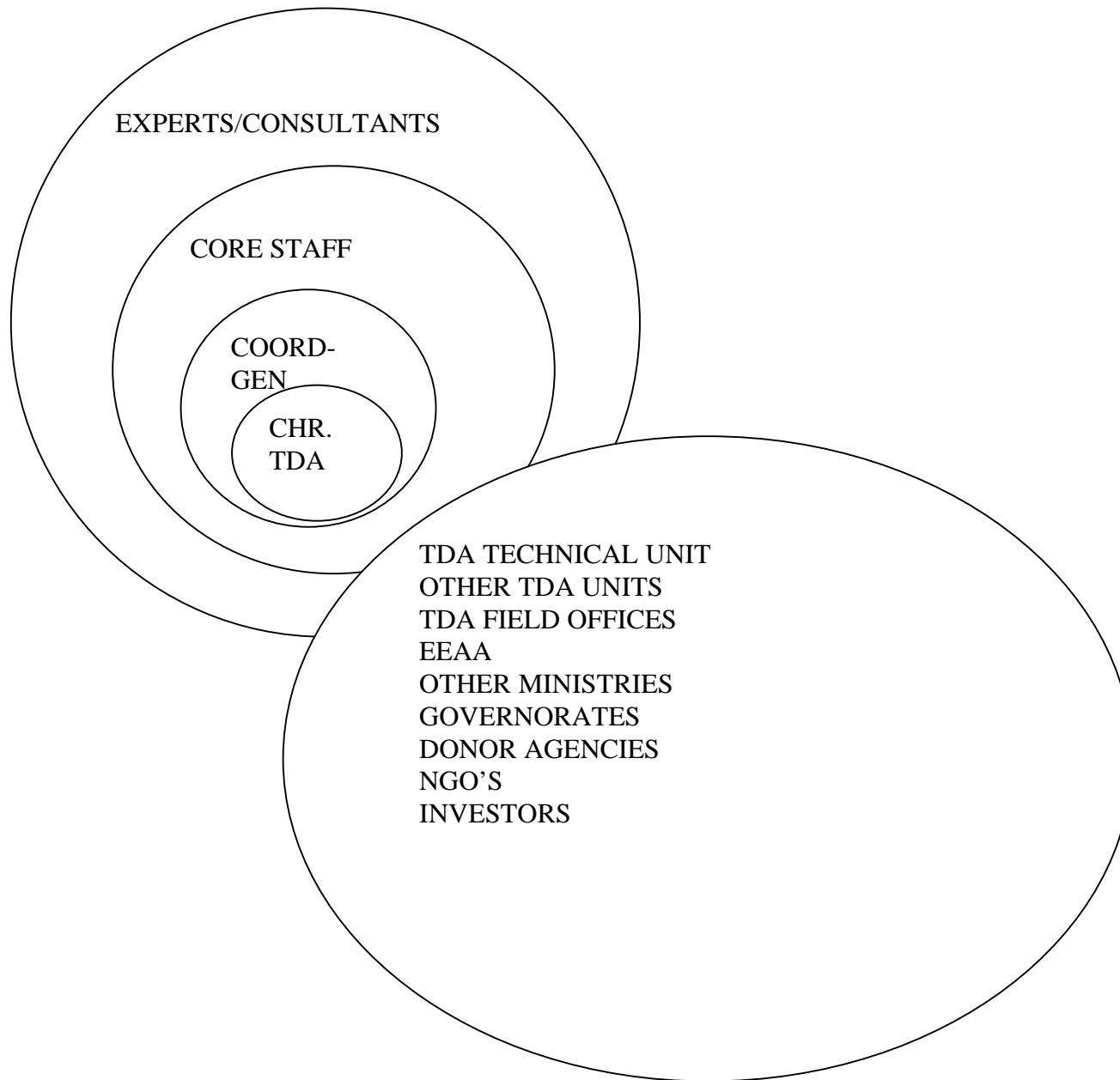
POLICY IMPLEMENTATION UNIT
Workplan

Task#	BEST PRACTICES						
Name:							

	Actions						Dates
		Person/s	Man Days				
Step #	Describe	Responsible	PIU	TDU	Consultants	Start	Complete
1	Publish and distribute 'Best Practices' manual in Arabic						
2	Coordinate dialogue sessions for investors, project managers, investor consultants to expand and clarify their technical knowledge needs						
3	Provide other case studies of successful/creative uses of 'Best Practices within Egypt or areas which have similar applications						
4	Encourage the use of the TDC/IDC approach to development						
5	Coordinate training sessions, field visits for TDA staff in order to build knowledge/experience of 'Best Practice' implementation						
6	Build a database of 'Best Practice' implementations to act as models for investors						

COMMENTS AND ISSUES	Hours				
	Days				
	TOTALS				

11

POLICY IMPLEMENTATION UNIT
Workplan

Task#	EIA						
Name:							

	Actions					Dates	
Step #	Describe	Person/s Responsible	**Man Days** PIU	TDU	Consultants	Start	Complete
1	Complete and publish EIA checklist						
2	Coordinate a process of site survey and monitoring to ensure information provided on EIA is correct						
3	Use environmental survey information gained from planning TDC's to advise investors on land suitablity						
4	Coordinate Q&A sessions for investors and their staff who are preparing EIA's for their projects						
5	Reinforce awareness of the value of EIA's by providing investors with advice on the economic impact of environmental planning						
6	Arrange for technical sessions for TDA staff to ensure that EIA criteria is understood, shared, and practiced consistantly by all sections						
7	Devise a system to improve EIA coordination with EEAA						
8	Assess the staff and equipment needs of Monitoring and TDA field staff to ensure that they have the ability to do effective follow-up						

COMMENTS AND ISSUES	Hours			
	Days			
	TOTALS			

12

POLICY IMPLEMENTATION UNIT
Workplan

Task#	ECOLODGE							
Name:								

Actions							Dates	
		Person/s	Man Days					
Step #	Describe	Responsible	PIU	TDU	Consultants		Start	Complete
1	Publication & distribution of checklist to investors,others							
2	Conduct awareness sessions for investors							
3	Arrange technical implementation sessions for architects and engineers							
4	Perform site survey for ecologe possibilities							
5	Ceate building list of specific locations for ecolodges							
6	Conduct an architectural/planning Ideas competition for ecologe models							
7	Build a database of successful approaches and building technologies using the ecolodge approach							
8	Assess pioneer projects in Egypt and compare to approved guidelines in order to upgrade project or modify guidelines							
9	Coordinate a pilot project with investor to build an ecolodge facility							
10	Arrange field trips for investors, staff to visit ecologes							
	COMMENTS AND ISSUES	Hours						
		Days						
		TOTALS						

13

POLICY IMPLEMENTATION UNIT
Workplan

Task#	INFORMATION SYSTEMS						
Name:							

Actions						Dates	
		Person/s	Man Days				
Step #	Describe	Responsible	PIU	TDU	Consultants	Start	Complete
1	Assess users' technical and project information requirements and determine what must be obtained and how to present it						
2	Establish a centralized clearing house of information for quick access to technical and project information						
3	Establish a horizontal communication channel of information exchange between TDA directors to alert them to changes so as to better manage the planning review and monitoring process						
4	Coordinate a 'HEADS-UP' communication channel between Technical department heads to ensure that accurate information is shared in project planning, infrastructure , environment review and monitoring follow-up process						
5	Recommend the appropriate hardware and software needed for management information system						
6	Arrange technical training for staff to ensure the information system is used effectively						
COMMENTS AND ISSUES		Hours					
		Days					
		TOTALS					

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